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PERSONNEL DEPARTMENT

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ANNUAL REPORT

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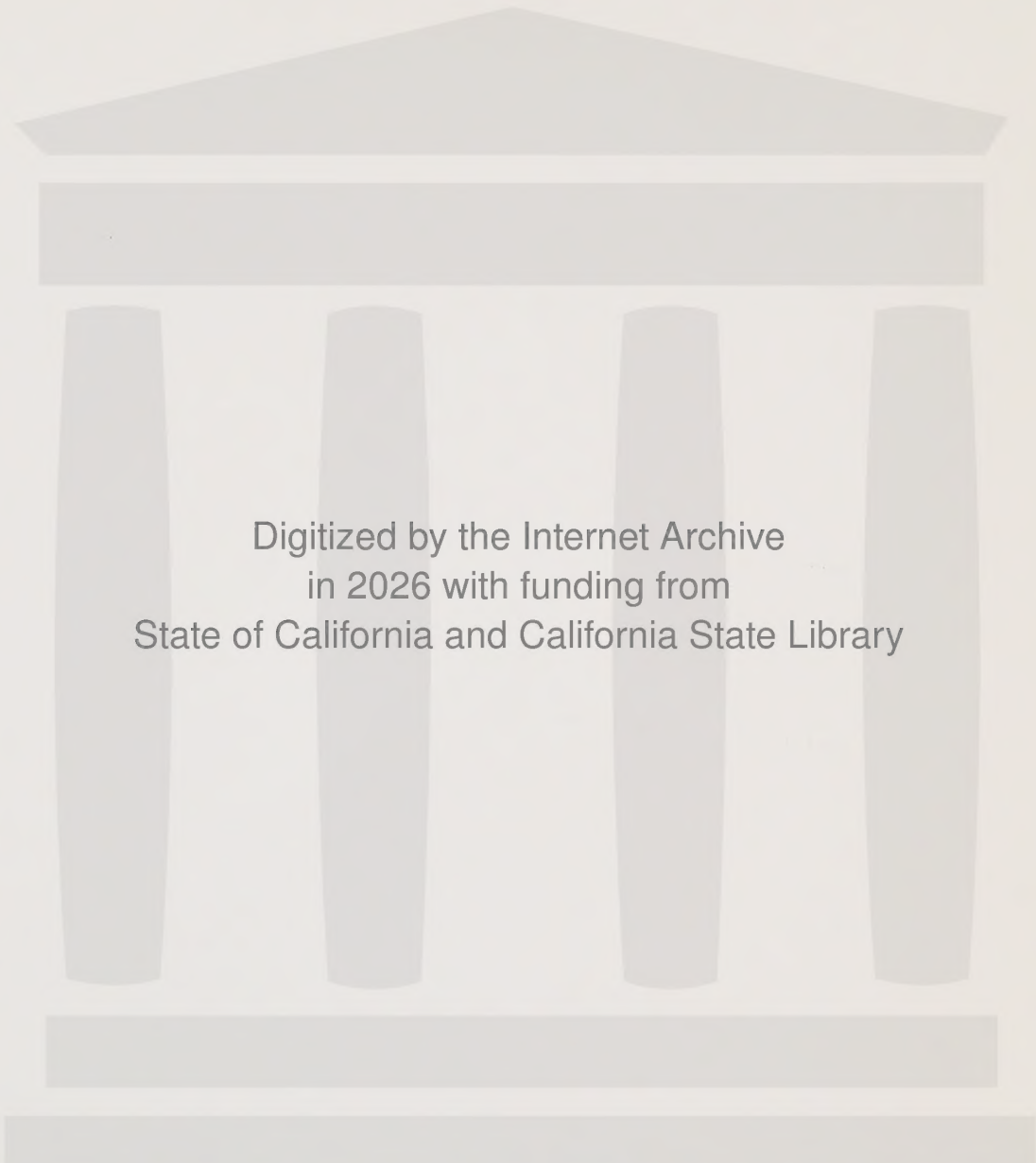

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The Honorable Richard Riordan
Mayor, City of Los Angeles

and the

Honorable City Council

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The Board of Civil Service Commissioners respectfully submits this annual report for fiscal year 1994 - 1995 for your consideration

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Personnel Department

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Personnel Department

Mission Statement

The Mission of the Personnel Department is to provide and maintain a talented, productive City workforce by offering our clients a full-range of professional, timely and courteous human resources services based on the principles of equal opportunity and merit.

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700 E. TEMPLE STREET
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FAYE WASHINGTON
GENERAL MANAGER

March 20, 1996

Honorable Richard J. Riordan
Mayor, City of Los Angeles

Honorable Members of the
City Council, City of Los Angeles

1994-95 ANNUAL REPORT

Not a Department to shrink from challenging times, the Personnel Department had a full plate in fiscal year 1994-95. Facing the challenge to develop new and innovative programs and services in response to broad social and environmental concerns, the Personnel Department maintained its primary function of personnel selection in the face of continuing fiscal restraint.

Notwithstanding the reductions in staff and fewer available resources, the Personnel Department was able to successfully work through significant problems and address new concerns and issues. Among many of the accomplishments of the last fiscal year, the following achievements were particularly important for Department and City operations:

* The Classification Division successfully civilianized 180 positions in the Police Department.

* Through the concerted efforts of the Personnel and Police Departments, 928 new appointments were made to the Police Academy.

* Development of City personnel continued as training of all types was provided for more than 2,600 City employees.

* The Strategic Public Management Conference for all City General Managers and their immediate assistants was effectively coordinated by the Personnel Department.

* As part of its 8-Point Action Plan, the Workers' Compensation Division's contractual service provider closed more than 20,000 inactive cases.

AN EQUAL EMPLOYMENT OPPORTUNITY – AFFIRMATIVE ACTION EMPLOYER

Recyclable and made from recycled waste

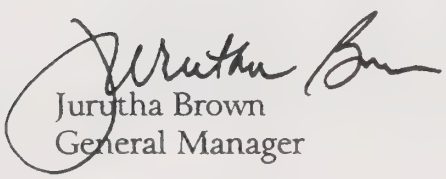
* An "800"-number Workers' Compensation Fraud Hotline was established.

* To better protect City employees, a Tuberculosis Skin Testing Program was implemented for all newly hired employees in high-risk job categories.

* A task force was developed to identify Charter amendments which should be made to Article IX (Civil Service) to enable the City to provide more responsive human resources services.

* The Department actively assisted the Department of Water and Power, and other City departments in placing employees affected by significant downsizing efforts.

The Personnel Department is committed to providing the best service available to its customers - both internal and external. We are constantly evaluating current programs and services in an effort to effect economies without diminishing the quality of our services to the Mayor, City Council, operating departments, and the public. Through the dedication and commitment of staff and the Board of Civil Service Commissioners, I am confident that we will continue to meet the challenges of the future.



Jurutha Brown
General Manager

THE PERSONNEL DEPARTMENT

The Board of Civil Service Commissioners is the head of the Personnel Department in accordance with the Los Angeles City Charter. The Civil Service Commission is responsible for the control and management of the Personnel Department's operations and for the enforcement of rules and regulations pursuant to its Charter obligations. The Commission exercises its authority through the General Manager, who is responsible for the day-to-day administration of the Department.

The Personnel Department provides a wide-range of services in various functional areas, including personnel selection, personnel management, occupational health and safety, and general administration and support. The Department classifies all civil service positions and assigns appropriate titles. It recruits employees, holds competitive examinations and establishes eligible lists for employment. It establishes rules and regulations governing the appointment, promotion, transfer, and removal of City employees. The Department provides employee development, including in-service training, counseling, and career service awards. It conducts affirmative action recruitment and training, and investigates and hears discrimination complaints and disciplinary action appeals. It also administers employee benefits, conducts worksite safety inspections and health risk appraisals, and administers the City's Rideshare and Child Care Programs. The Department conducts pre-employment medical examinations, administers a workers' compensation program including medical treatment and vocational rehabilitation for employees who incur work related injuries or illnesses, and provides medical care for persons in the custody of the Police Department.

There are numerous services and activities involved in providing quality City-wide personnel services. Some of the significant issues addressed and accomplishments which occurred in the Personnel Department during fiscal year 1994-95 are discussed in this Annual Report.

PERSONNEL SELECTION

Personnel Selection, with a special emphasis on Equal Employment Opportunity and Affirmative Action, is an important function of the Department. Classification, recruitment, police and fire selection, and examining are the essential activities within the function.

■ CLASSIFICATION DIVISION ■

The primary responsibility of the Classification Division is to maintain the integrity of the City's Classification Plan while assisting City departments in achieving their operating goals.

Classification Division staff review and make recommendations on a wide-variety of personnel matters which affect the Classification Plan, including the creation and abolishment of classes, the modification of existing classes, the establishment and review of minimum requirements, the allocation and reallocation of positions to appropriate classes, the review of emergency appointments and contracts for personal services, the reinstatement to eligible lists following probationary termination, and the investigation of out-of-class complaints. In fulfilling these responsibilities, Classification staff must respond in a timely manner to the operating needs of departments while at the same time preserving the rights of employees, complying with legal requirements, and ensuring sound personnel practices.

Creation of New Classes and Staffing

In addition to the above functions, during fiscal year 1994-95, the Classification Division assisted the Mayor's Office in creating classes and for staffing the new Information Technology Department (ITA), El Pueblo de Los Angeles Historical Monument, and the Commission on Children, Youth and Their Families.

Civilianization of the Police Department

The necessary classification work required to civilianize appropriate sworn positions within the Los Angeles Police Department continues. During the 1994-95 fiscal year, 180 positions were civilianized, thus enabling the previous sworn incumbent staff to be reassigned to activities more directly related to law enforcement.

■ RECRUITMENT DIVISION ■

While the City continued to experience hiring freezes and budgetary problems, the Recruitment Division processed over 31,000 job applications for Civil Service testing. While lower than the previous year, it should be noted that very few high-volume examinations were scheduled during 1994-95. Of the candidates whose applications were accepted, 77.2% were minorities including 35.1% African American, 27% Hispanic, 8% Asian, .5% American Indian and 6.6% Filipino. Women represented 31.8% of the total applicants.

Executive Search

During fiscal year 1994-95, the Recruitment Division conducted executive search activities for City Librarian; Executive Director Human Relations Commission; General Manager Information Technology Agency; and Volunteer Program Director in the Mayor's Office.

At the direction of the Mayor and City Council, the Division worked closely with the City Review Team, elected officials' offices, and the selected executive search consultant to search for a new Administrator, Community Redevelopment Agency. Staff also provided comprehensive recruitment assistance to the General Services, Housing and Water and Power Departments in search efforts for four Assistant General Manager positions, and to the Police Department for its Director of Organizational Development.

Middle School Outreach Program (MSOP)

Throughout the 1994-95 school year, the Recruitment Division continued to provide City employees as career motivational speakers for students enrolled in Los Angeles Unified School District (LAUSD) middle schools with its Middle Schools Outreach Program (MSOP).

The MSOP recognizes that young people need to begin thinking about setting goals at a relatively early age, and must be exposed to positive role models. Through this program, City employees, often minorities and women in "nontraditional" technical and professional positions, met with students in the classroom and encouraged them to stay in school so that they will be prepared for the more financially rewarding and higher skilled managerial and technical careers of the 21st century. The program has received very positive responses from both the students and school staff.

Job Preparation Seminar

Again, during 1994-95, the Division conducted job preparation and search seminars for senior students in high schools, continuation schools and adult schools throughout the City. This program involves a City recruiter who leads discussions and exercises covering a wide-variety of relevant topics, including: typical as well as more creative job search

techniques; completing applications properly; composing resumes; preparing for the job interview; and appropriate follow-up activities.

The response from career guidance and work experience counselors within the Los Angeles Unified School District continues to be very positive. Recruiters are told frequently that the information provided strongly reinforces what counselors have been trying to teach in their own classes, and such reinforcement is extremely valuable in the learning process. A total of 26 high schools were visited by Division staff during 1994-95, representing more than twice the number of visits made during 1993-94.

Youth Service Academy (YSA)

In its fifth year of operation, the YSA program, funded by the Department of Water and Power through the Los Angeles Unified School District (LAUSD), has benefited over 1,400 students throughout its existence. YSA is designed to give "at risk" youngsters an incentive to remain in school and earn their high school diploma. During the 1994-95 fiscal year, the YSA program served 184 students who were assigned to various City agencies.

Earthquake Recovery Employment Program (EREP)

The Earthquake Recovery Employment Program (EREP) was created in response to the devastating January 17, 1994 Northridge earthquake. The City was awarded $12.8 million in Job Training Partnership Act (JTPA) funds for the administration of a six-month temporary jobs program, $2 million of which was subsequently redirected to projects at California State University at Northridge. The Personnel Department administered the program which employed more than 1,400 people in various City departments and community-based organizations. The EREP ended on March 31, 1995.

■ POLICE AND FIRE SELECTION DIVISION ■

Police and Fire Selection Division commenced the year with the challenge of the Mayor's Public Safety Plan's ambitious hiring goals for Police Officer, and the City Council's goal of 43.4% female representation among candidates.

Police Officer Recruitment Marketing Efforts

The Division developed a marketing strategy and recruitment plan in concert with the Police Department which featured a coordinated electronic media, written publication, special recruiting events, and monthly police divisional job fair campaign. Integral to this campaign was the development of the new "CommUnity Cops" theme. "CommUnity Cops" was carried out in all marketing materials, including a professionally produced

public service television announcement, all advertising text, and a new series of posters and brochures.

Concerted outreach efforts were conducted for the Asian and Gay/Lesbian communities to convey our recruitment message. During the last three months of the fiscal year, special recruiting and testing was very successfully conducted in San Diego and other cities outside of Los Angeles.

Changes to the Police Officer Selection Process

The Division undertook a top-to-bottom review of the entire Police Officer selection process upon receipt of the Department's validation study findings. A new multiple choice test, a graded essay test, and a redesigned interview format were implemented on October 1, 1994. A new Physical Abilities Test using ergometric equipment to measure strength and endurance has been designed and will be implemented soon. Other parts of the selection process have been streamlined and revised to reduce completion time, and to make the process more "user friendly".

Candidate Testing

To accommodate and test as many potential Los Angeles Police Officer candidates as possible, the Police Officer written test and essay were given on a weekly basis at four permanent locations:

- Tuesday evenings at the Wilshire Police Station
- Wednesday evenings at the North Hollywood Police Station
- Thursday evenings at the City Personnel Building
- Saturday mornings at the LAPD Recruit Training Center

During fiscal year 1994-95, more than 14,000 new candidates entered the selection process to become a Los Angeles Police Officer. Also during this period, 928 new appointments were made to the Police Academy. A specific breakout of appointments is as follows:

	Total Number Hired	Percentage
African American	118	12.7%
Hispanic	367	39.6%
Asian	55	5.9%
Caucasian	370	39.9%
Filipino	18	1.9%
Female	264	28.4%

Promotional Examination Unit

Notwithstanding the continuation of the Citywide hiring freeze, staff of the Promotional Examination Unit had a busy year in 1994-95. In all, the Unit conducted 21 examinations, including: Fire Captain; Police Lieutenant; Security Officer; Detention Officer; and Criminalist.

Firefighter

Recruitment bulletins and brochures were given to all candidates expressing an interest in becoming a Firefighter. An on-going dialogue between the Personnel Department and the Fire Department has been maintained to ascertain how to best attract and retain females in the Firefighter selection process.

■ EXAMINING DIVISION ■

The Examining Division develops examinations incorporating a wide-variety of selection techniques for all City classes except police, fire, and security classes. The Division is comprised of five sections, including a Personnel Research and Validation Section and four examination development Sections: Administrative/Professional; Skilled/Craft and Maintenance; Systems/Clerical and Miscellaneous; and Engineering/Technical. The Test Research /Validation Section conducts studies of various classes to ensure that the examinations adequately test for the skills, knowledges, and abilities required on the job. This Section also conducts other personnel research which may affect testing.

The mission of the Examining Division is to provide departments with timely lists of eligible candidates from which qualified personnel may be hired. Although the Division experienced a further reduction in staff, it substantially met its goals for timely completion of examinations. The Division's ability to meet its goals was due in large part to the on-going Council freeze on hiring which significantly reduced the number of examinations announced and completed from the previous fiscal year. In fiscal year 1994-95, 125 examinations were announced, compared to 163 for the previous year; and 225 eligible lists were established compared to 251 in fiscal year 1993-94.

To ensure the broadest level of community representation in the City's selection process, the Division secured female representation on 81% of the interview boards and minority representation on 70% of the interview boards.

During fiscal year 1994-95, examinations were completed for the following department heads: City Librarian, Executive Director Human Relations Commission, and Superintendent of Building.

Test Research/Validation

Validation studies are conducted to identify the essential knowledges, skills, and abilities needed to perform the tasks in a particular class and to recommend methods of testing these competencies. During fiscal year 1994-95, 84% of announced examinations were based on a formal validation study.

A comprehensive study of the Police Officer selection process was completed in fiscal year 1993-94, and has led to the changes previously mentioned in this report. Additionally, follow-up studies on the Psychological and Background portions of the Police Officer selection process have been completed and recommendations for possible modifications are being considered.

The Personnel and Fire Departments agreed to the development of a tutorial program for minority candidates for Firefighter. The Personnel Research Section completed research on the Firefighter examination which will be used in the development of this program.

Additionally, studies were conducted for the Police Department for Police Officer assignments to the special functions of Special Weapons and Tactics (SWAT) and Air Support (Pilot and Observer positions). These studies, conducted at the request of the City Attorney due to current legal proceedings, represent the first time that Personnel Department staff have conducted selection studies for the filling of positions on a reassignment basis in another City department.

Survey work also continued, with a Recruitment Survey of over 4,000 Police Officer candidates being conducted to ascertain demographic information, as well as a survey of all City departments regarding their use of the City's Bilingual Premium Pay Program. The latter survey was conducted at the request of the Personnel Committee of the City Council.

PERSONNEL MANAGEMENT

Personnel Management activities include providing employee-oriented services and conducting career development and other training programs for City employees, investigating and resolving discrimination complaints, and assisting departments with their affirmative action programs.

■ HUMAN RESOURCES AND BENEFITS DIVISION ■

EMPLOYEE DEVELOPMENT SECTION

Training

During fiscal year 1994-95, the Employee Development Section administered a program of training for approximately 2,650 City employees. This figure represents attendance at more than 159 sessions of training in a variety of human resources subject areas. Additionally, staff conducted individual and/or department-specific training programs on Affirmative Action for Supervisors, Certification Interview Training, Effective Communications Skills, Introduction to Supervision, Team Building and Workforce Diversity for a variety of City departments.

The staff of the Employee Development Section also administered the Specialized Training and Tuition Reimbursement Programs which allowed approximately 1,300 employees to enhance their job knowledge and/or skill level by attending various conferences, workshops, seminars, training courses and academic institutions.

Other special employee development activities included the coordination and presentation of HIV/AIDS Awareness, CPR/First Aid training programs Citywide, and career counseling services.

Of special note, the Section coordinated a four-day Strategic Public Management Conference for all City General Managers and their immediate assistants. Additionally, funds were encumbered for a comprehensive Leadership Enhancement process, Team Building and Customer Service Training, and a Training Needs Assessment Survey to be conducted in the next fiscal year.

Placement

Extensive work was done to assist operating departments in the placement of employees who face potential layoff. A contract was awarded to provide outplacement guidance for departmental personnel managers, City employees, and their families.

Office on Disability

The Office on Disability administers six grants, totaling $1.1 million, to assist in the job training and placement of persons with disabilities including disabled veterans.

The Office also directs the ADA compliance function for the City, including development of the City's ADA Transition Plan and assisting departments in their compliance efforts.

EQUAL EMPLOYMENT OPPORTUNITIES SECTION

The Equal Employment Opportunities Section (EEO) has four major responsibilities: monitoring and auditing City departments' affirmative action and certification selection processes; investigating formal and informal complaints of discrimination; reviewing medical limitations and determining possible accommodations; and sexual harassment awareness.

During fiscal year 1994-95, 134 formal discrimination complaints were closed, including 10 Civil Service Commission complaints. In addition, 136 new complaints were filed. Investigations are complete and pending response from agencies in about one-half of the cases, and staff is continuing to investigate the remainder.

Finally, audits were conducted to ensure that the departments adhere to merit principles in their personnel decisions, and that they are striving to meet affirmative action goals. During fiscal year 1994-95, four audits were completed: Department of Transportation; Los Angeles Police Department; Department of Water and Power; and Department of Telecommunications.

OCCUPATIONAL HEALTH AND SAFETY

The activities in this function relate to the health and safety of City employees. They include providing a comprehensive Employee Benefits Program; offering a variety of Wellness and Childcare services; administering the City's Workers' Compensation Program; administering the City's Commuter Services program; and assisting City Departments in providing a safe and healthful environment.

HUMAN RESOURCES AND BENEFITS DIVISION

EMPLOYEE BENEFITS SECTION

Flexible Benefits

The Personnel Department administers the Civilian Benefits Program, designed by the Joint Labor-Management Benefits Committee, for approximately 22,000 employees. The Program includes six health plans, two dental plans, a Disability Insurance Plan, and a Dependent Care Reimbursement Account. The Open Enrollment Period for fiscal year 1994-95 was held in April 1995, and several thousand employees made some type of change in their health or dental benefits.

The employee-pay Disability Insurance Plan was implemented on January 1, 1992. This benefit provides long-term income protection for disabilities that last longer than an employee's sick leave benefits. Enrollment has grown steadily over the years with more than 2,000 employees currently enrolled. Employees are permitted to enroll at any time, and the program is publicized during the Open Enrollment Period and throughout the year.

The employee-pay Dependent Care Reimbursement Account (DCRA) also became effective January 1, 1992. This program allows employees to set aside pre-tax dollars for reimbursement of qualified dependent care expenses. The DCRA is administered by a third party administrator selected by the Joint Labor-Management Benefits Committee. Open enrollment for this program was held in October 1994, since the Internal Revenue Service stipulates that the plan year must be a calendar year. There are currently more than 100 employees enrolled in the DCRA, a substantial increase over previous years.

Employee Assistance Program

The Personnel Department provided administrative support to the Employee Assistance Program (EAP), which was designed by the Joint Labor-Management Benefits Committee and became effective July 1, 1991. This program is available to all civilian employees, except employees of the Department of Water and Power, and employees represented by Local 347. The EAP allows employees and their dependents to receive free, confidential counseling for a variety of personal problems. The program is publicized

throughout the year with a variety of tools, including posters, flyers and newsletter articles.

Catastrophic Illness Leave Donation Program

The Catastrophic Illness Leave Donation Program is a two-year pilot program designed by the Joint Labor-Management Benefits Committee. The Program became effective in May 1993, and is available to all civilian employees except employees of the Department of Water and Power, and employees in the Deputy or Assistant City Attorney's bargaining units. This program allows employees to donate vacation and/or compensatory time to a "bank" that can be used by employees who have exhausted all other benefits and are suffering from, or are caring for a family member who is suffering from, a catastrophic illness or injury.

CHILD CARE COORDINATOR'S OFFICE

The Child Care Coordinator's Office is responsible for implementing the City's policy of expanding the supply of quality, affordable and accessible child care in the City of Los Angeles. Taking a pro-active role, the City's Child Care Coordinator has formed an ad-hoc committee to develop a vision and strategy for improving the quality of child care in the City of Los Angeles, and will be submitting its recommendations to the Commission on Children, Youth and Their Families. Assistance and guidance was given to numerous organizations during this fiscal year, including: the Metropolitan Transportation Authority; Youth Fair Chance, a project of the Community Development Department; Joy Picus Child Care Center; Harbor Department; Department of Water and Power; Department of Airports; and the Los Angeles Police Department.

■ WORKERS' COMPENSATION DIVISION ■

Fiscal year 1994-95 was an active year for the Workers' Compensation Division. The City's Workers' Compensation Program has undergone substantial changes; changes that have redirected the means of delivery of workers' compensation services to City employees and revamped the entire Workers' Compensation Division.

Workers' Compensation 8-Point Action Plan

1994-95 saw the inception and implementation of the 8-Point Action Plan, which outlined several systematic changes necessary to revitalize the quality, efficiency, and effectiveness of the City's Workers' Compensation program. Prominent in the Plan is outsourcing of the claims for sworn personnel in the Police and Fire Departments. Associated Claims Management, Inc. (ACMI) and Hertz Claim Management (HCM), two Third Party Administration firms selected through the City's bidding process, will be administering the claims.

Another phase of the 8-Point Plan included the reduction of the open claims inventory through the use of contractual services. GatesMcDonald, the selected bidder for this phase of the Plan, reviewed over 26,000 workers' compensation claims, and closed in excess of 20,000 inactive cases.

In the area of Fraud Control, an "800" Fraud Hotline number was implemented for the reporting of workers' compensation fraud associated with City claims.

The Department continues to vigorously pursue the implementation of other key activities in the Plan, including:

* The redesign of the City's "return-to-work" program to expedite the return of injured employees to productive work.

* The coordination of efforts with the Office of the City Attorney to ensure that consistent and cooperatively developed policies adequately address issues of claims handling and litigation.

* Aggressive medical cost containment through the implementation of a variety of treatment and service cost reduction efforts.

* The increase of individual department managerial accountability for workers' compensation expenditures through the Mayor's charge-back process, involving the direct feedback of claim and expenditure information to departments and heightened Mayoral and City Council attention to this issue.

■ OCCUPATIONAL HEALTH AND SAFETY DIVISION ■

Tuberculosis Skin Testing Program

During fiscal year 1994-95, the Occupational Health and Safety Division implemented a tuberculosis skin testing program for all newly hired employees in job categories of high risk of workplace TB exposure. This program responds to a marked increase in tuberculosis in the general population. Those currently covered by this program include Police Officers, Firefighters, and civilian jail employees. During this fiscal year, 2,616 tests were administered to 654 personnel.

This program is intended to provide a baseline for possible future exposure of those who are hired. Additionally, a TB exposure testing and monitoring program for City employees was instituted. Where we identified active cases of TB in City worksites, we conducted education sessions for affected City staff.

OSHA Bloodborne Pathogen Standard Implementation

Hepatitis B Immunization is an ongoing program for all Departments with employees at risk of exposure. Candidates for LAPD and LAFD begin all immunizations while in Academy training.

In conjunction with OHSD's ongoing participation in the City's AIDS/HIV Task Force, medical staff developed a comprehensive manual on the management of exposures to blood-borne diseases. The incidence of body fluid exposures continues to drop steadily as employees have been educated in the use of personal protective equipment and engineering controls. As annual education continues and the City provides adequate personal protective equipment, we expect to maintain a low baseline level of body fluid exposure.

Pre-Placement Physicals

Pre-employment physical and psychological examinations are probably the functions most identified with OHSD. In fiscal year 1994-95, we conducted 7,915 such examinations, mainly for Police Officer candidates.

Custody Care

OHSD provides 24-hour medical care, 365 days a year, at two LAPD jail facilities. During the fiscal year, OHSD treated 123,951 persons in custody at these facilities.

Medical Surveillance/Periodic Examinations

OSHA requires periodic medical examinations or on-going medical surveillance for employees who work under certain conditions. These include hearing conservation surveillance for employees routinely exposed to loud noises, periodic medical examination of employees who use respirator equipment in the course of their jobs or who are routinely exposed to hazardous materials, including Police Academy personnel exposed to lead ammunition on the firing range. The State of California also requires OHSD to conduct routine evaluations of vanpool program drivers and those who require heavy equipment operators' licenses. OHSD conducted 4,465 such examinations during the 1994-95 fiscal year.

Substance Abuse Monitoring

The State currently requires the monitoring of employees who are found to have been under the influence of drugs or alcohol while on the job. This function will increase dramatically next fiscal year when Federally mandated random and for-cause drug testing of heavy equipment operators is implemented. During 1994-95, OHSD monitored 407 City employees for substance abuse.

■ COMMUTER SERVICES OFFICE ■

Fiscal year 1994-95 represents the fifth full year of operation for the Commuter Services Office (CSO). The CSO continues to successfully implement all major components of the City Employees Ridesharing Program, including the vanpool, transit subsidy, and carpool activities, as well as providing a staff representative on the Mayor's Bicycle Advisory Committee. Employee interest in the various rideshare programs remains high.

The Rideshare Program Administrator served on regional and State committees whose work resulted in streamlining air quality regulations for employers providing trip reduction strategies. In addition, the City has increased its "regulated" worksites (those with 100+ employees which must have SCAQMD-mandated trip reduction programs) from 51 in the previous year, to 53 in 1994-95. The City's overall goal is to reduce 2,147 commute trips per day.

Rideshare Fair

At the beginning of fiscal year 1994-95, the CSO held a Ridehare Fair in the Civic Center area to market its various rideshare programs. As in the past, the Fair was well attended by City employees. Public transportation providers were on hand to disseminate ridesharing information and promote the concept of ridesharing.

City Employee Parking Program

The Commuter Services Office administers the City Employee Parking Program, allocating parking for City employees on City-owned and leased parking lots. During this period, due to seismic retrofitting of City Hall, there was a major relocation of fleet and employee parking without any loss of employe parking privileges.

The CSO continued its efforts to modify and improve the "Integrated Commuter Tracking System" which maintains information on all City employees engaged or interested in any form of ridesharing, as well as providing a database for parking permit information.

City Vanpool Program

Under the direction of the CSO, the City's Vanpool Program continued to grow. By the end of fiscal year 1994-95, CSO had 101 City-subsidized vanpools in operation, as compared to 87 vanpools at the close of the 1993-94 fiscal year.

Telecommuting Program

To meet Air Quality Management District goals, the City will have to expand its trip reduction strategies. To this end, the City Council approved a Telecommuting Program in fiscal year 1993-94. Telecommuting is a management approach in which employees work at home, satellite offices, or neighborhood work centers rather than at their traditional offices.

The Telecommuting Implementation Group was formed and chaired by the Rideshare Program Administrator. Members consisted of Management and City bargaining unit representatives. An Action Plan for telecommuting was developed to clarify and give direction to the City's new permanent Telecommuting Program. The City Council has endorsed the Action Plan.

SCAQMD Regulation XV

As part of the requirements of the South Coast Air Quality Management District's (SCAQMD) Regulation XV (Rule 1501), the CSO continues to provide training and information to the City's Departmental Rideshare Coordinators, Employee Transportation Liaisons, and On-Site Coordinators. Their enthusiastic support has played a very important part in the efforts to spread the rideshare message to all employees.

Each year, the CSO conducts employee commuter surveys as required by the SCAQMD. This year's survey form, now semi-automated, was administered to approximately 36,000 City employees. Results of these surveys will be completed early in fiscal year 1995-96, and will document the progress the City has made in helping to clean the air and reduce traffic congestion.

GENERAL ADMINISTRATION AND SUPPORT

The Administrative Services Division provides a wide variety of support services to the General Manager, other divisions of the Personnel Department, and operating departments within the City.

■ ADMINISTRATIVE SERVICES DIVISION ■

Mission Statement

In an effort to clearly define the "Mission" of the Personnel Department, a task force of staff from several Divisions was convened to review our objectives as a full-service human resources agency. The goal of the task force was to express the Mission of the Personnel Department in words which are concise, clear and easily understood by all staff responsible for accomplishing the Department's Mission, and by the clients we serve.

As a result of the task force's efforts, the following Mission Statement for the Personnel Department was adopted.

> "The Mission of the Personnel Department is to provide and maintain a talented, productive City workforce by offering our clients a full range of professional, timely and courteous human resources services based on the principles of equal opportunity and merit."

Framed copies of the Mission Statement are displayed throughout the Personnel Department to be reflected upon by the clients we serve, and by staff who will make the Mission Statement a reality.

Charter Revision Proposals

It has become clear that many City Charter provisions which govern our civil service system need to be revised in order to assist the Personnel Department in meeting the needs of our clients as we move into the 21st century.

In an effort to identify needed Charter amendments, a task force of Personnel Department staff was convened to carefully review Article IX of the City Charter with an eye towards proposing changes which would provide increased flexibility to meet current and future operational needs, while retaining the merit-based concepts of our current system. The task force identified 16 Sections of Article IX which are in need of revision. The

Sections range in subject matter from the "Guiding Principles" for our civil service system, to the layoff and displacement of City employees.

As part of our 1995-96 Department Goals, we intend to recommend milestones for implementing approved revisions to the Charter which include review by, and comments from, City departments and City Officials, negotiation of agreed-upon revisions with employee groups, and drafting ballot language for submission to the voters.

Layoff and Displacement Training

In February 1995, the Mayor's 1995-96 Proposed Budget included the deletion of over 200 filled positions in 57 classes across several departments. Notwithstanding the recommended adoption of a Severance Pay Plan and on-going placement efforts by the Personnel Department, the potential for layoffs was real.

It was clear that the Personnel Department did not have the resources required to develop layoff and displacement lists for use operating departments by June 30, 1995. In order to secure adequate staff to meet our Charter obligation to determine the order of layoff and displacement, staff of the Administrative Services Division developed a two-day training program on the conceptual and technical aspects of layoff and displacement list preparation. Training was provided to over 70 City employees in an effort to create a cadre of trained staff from which the Personnel Department could draw, on an as-needed basis, to accomplish its objective.

Downsizing Support Efforts

In order to assist the Department of Water and Power, and other City departments in their downsizing efforts, the Personnel Department convened and chaired a Downsizing Task Force consisting of representatives from several City departments. The Task Force served as a forum for the on-going discussion of many issues related to downsizing including: outplacement opportunities; redeployment challenges; layoff list preparation; and the potential immediate and residual effects of attractive severance pay packages on future staffing needs.

Additionally, the Personnel Department activated a Placement Team which maintained Citywide data on excess filled positions vs. vacancies, reviewed all requests to fill vacant positions to determine if targeted employees could be transferred into them, required departments to consider the transfer of targeted employees before filling vacancies by other means, and explored transfer opportunities under Charter Section 108 where feasible. The Downsizing Task Force and the Placement Team represented a coordinated Citywide effort in the downsizing of individual departments.

CONCLUSION

This Annual Report highlights some of the most significant issues addressed during fiscal year 1994-95. It cannot fully describe all the other important daily efforts and activities which occurred that were also critical to our providing quality Citywide personnel services. Meeting service requests and responsibilities during the City's hiring freeze and reductions in staff and resources has required a great deal of creativity and a tremendous amount of support and dedication by Personnel Department employees. We gratefully acknowledge the support of our employees, the Board of Civil Service Commissioners, the Mayor, and the City Council.

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